

~~C-O-N-F-I-D-E-N-T-I-A-L~~

14 April 1961

MEMORANDUM FOR: NPIC Ad Hoc Planning Board

SUBJECT: Proposed Organization of Requirements Handling
and Photographic Analysis Production

1. Pursuant to previous Board discussions concerning NPIC requirements handling and photographic analysis, two panels composed of Army, Navy, Air Force, CIA and NPIC representatives were convened to study and recommend reasonably specific courses of action for such functions. The panels have completed their assignments and the material attached to this covering memorandum represents considered judgments by each panel in its assigned area of responsibility. Such additional explanation as is necessary will be provided the Board at the 14 April 1961 meeting.

2. As Chairman of the Planning Board as well as Executive Director of NPIC, I attended the majority of the meetings held by the panels and am in accord with recommended action. All panel members made excellent contributions to their assignments and I believe the Planning Board is in debt to the following panels for noteworthy assistance to our planning effort.

Requirements Handling Panel Photographic Analysis Panel

Army
Navy
Air Force
CIA

NPIC

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3. Subsequent to Board consideration and discussion of these papers on 14 April 1961, your approval of courses of action indicated will be requested. It is recognized that these papers do not necessarily represent complete staffing which would satisfy formal

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action within the organizations represented by the Board. Because of time limitations and my own interpretation of Board interests, panel members were instructed that the attached materials would suffice insofar as the Board's immediate needs are concerned.



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Chairman
Ad Hoc Planning Board

Attachments;

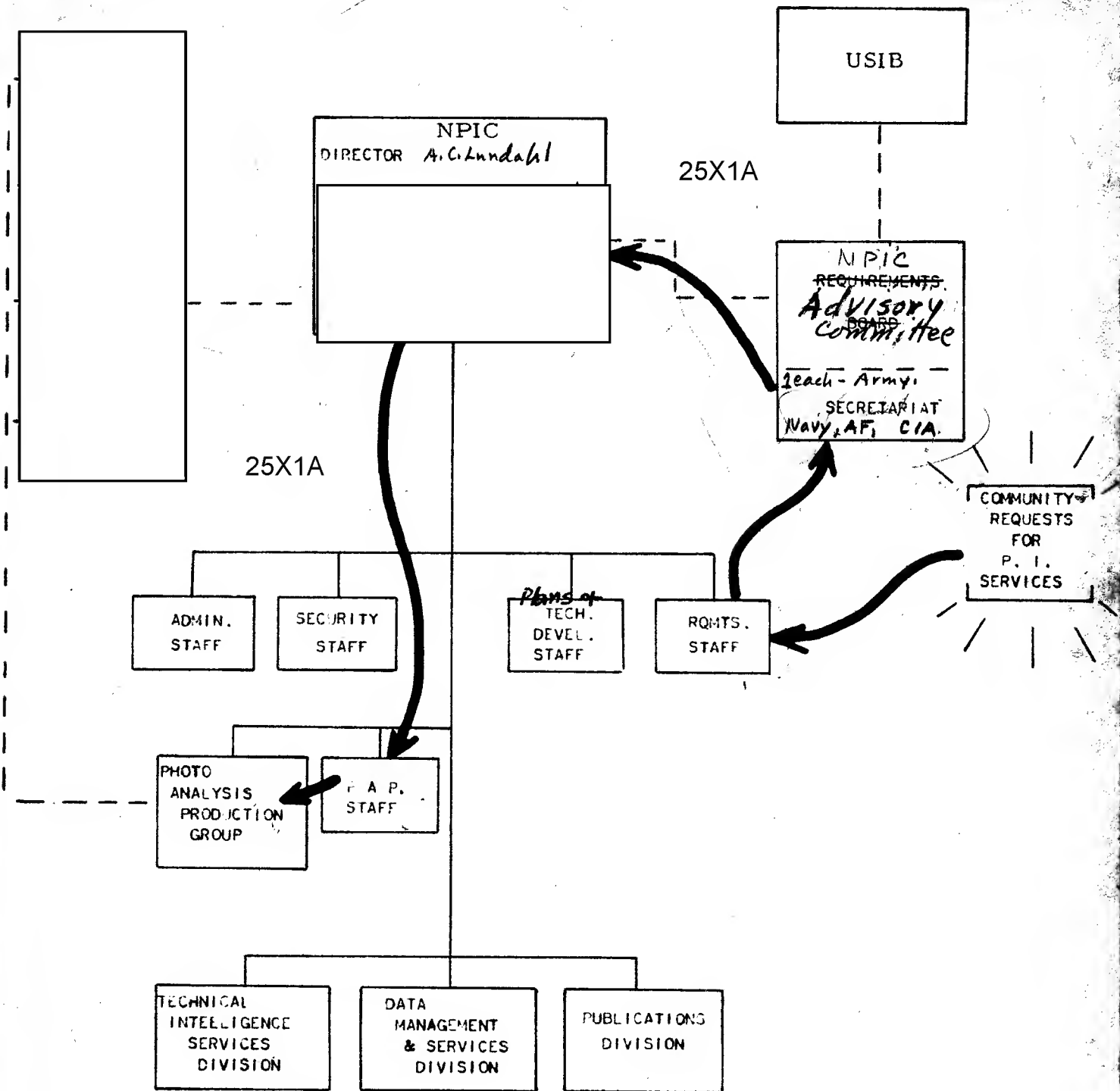
Requirement/Project Flow Chart

Narrative - Flow of Incoming Requirements w/Attach. A,B,C

Narrative - Flow of Photographic Analysis Projects w/Attach. A,B,C

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REQUIREMENT/PROJECT FLOW



REQUIREMENTS/PROJECT FLOW

Narrative -- Flow of Incoming Requirements

1. Incoming requirements will be received and registered by Requirements Staff.
2. Requirements Staff will forward the requirement to the appropriate member of the ~~Requirements Board~~ ^{Advisory Committee} Secretariat. The Secretariat will: review it for clarity, validity and relevance to other photographic interpretation work in progress; coordinate as necessary with requesting agency and production components of NPIC; prepare the requirement for ~~Requirements Board~~ ^{Advisory Committee} consideration with recommendations for work order precedence.
3. ^{Advisory Committee} ~~Requirements Board~~ will approve the requirement for assignment as a national or departmental project; determine its priority and return it to the Secretariat for the assignment action designated.
4. The Secretariat in coordination with the Requirements Staff will register national projects and forward them for assignment to the Director, NPIC. Also in coordination with Requirements Staff the Secretariat will forward departmental projects to the appropriate photographic interpretation organization.
5. The Office of the Director, NPIC, will assign national projects through the Operations Board to the Photo Analysis Production Group.

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NPIC Advisory Committee

Responsibilities:

1. Advise and assist the Director, NPIC, in the development and operation of the NPIC in conformance with NSCID #8.
2. In consideration of guidance provided the Committee by USIB member organizations concerning the significance and urgency of work requirements levied upon the NPIC, advise the Director, NPIC on the acceptance of such requirements and attendant priorities to be observed in the processing thereof.

Functions:

1. Advise the Director, NPIC, on the development of the Center in keeping with the photographic interpretation and support needs of USIB member organizations.
2. Advise the Director, NPIC, on operational concepts and policies of the Center.
3. Review photographic interpretation work requests being levied upon the Director, NPIC, in order to:
 - a. Ascertain national or departmental responsibility for work requests.
 - b. Ascertain the relative significance and urgency within the intelligence community of national work requests.
 - c. Establish national work order priorities and submit appropriate recommendations to the Director, NPIC.
4. Advise the Director, NPIC, on work precedence to be observed in the integration of new work requests within the Center based upon current intelligence community interests and needs.

Composition:

1. The NPIC Advisory Committee is formally composed of one voting representative from each of the USIB member organizations, such representatives to be appointed by the USIB principals.
2. Chairmanship of the Committee will rotate among the four major participants of the NPIC (Army, Navy, Air Force, CIA) with the order of precedence and the period of chairmanship service to be determined by the Board.

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3. In support of the Director, NPIC, the Deputy Director, NPIC, with responsibility for overseeing NPIC/intelligence community relations and coordination on requirements, and the Executive Director, NPIC, with responsibility for overseeing and implementing actions which commit NPIC resources, will sit with the Committee in an advisory, non-voting capacity.

4. The Secretary of the Committee will be provided from the Committee Secretariat. His selection and period of service will coincide with that of the Chairman of the Committee in that both shall be representative of the same NPIC participating USIB member organization.

5. A Recorder from the Requirements Staff, non-rotating, will be assigned with the concurrence of the Committee.

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Advisory Committee
NPIC Requirements Board Secretariat

Responsibilities:

- Advisory Committee*
1. Provide support to NPIC ~~Requirements Board~~ and coordinate requirements matters with service/agency Board members, NPIC Detachment Senior Intelligence Officers and NPIC components.

Functions:

1. Screen all incoming photographic interpretation requirements for clarity and validity and coordinate differences with requesting agency.
2. Screen all incoming photographic interpretation requirements to assure that requests do not duplicate photographic interpretation work in progress or accomplished.
3. Make recommendations to NPIC ~~Requirements Board~~ as to which photographic interpretation requirements appear national or departmental in scope. *Advisory Committee*
4. Make recommendations to NPIC ~~Requirements Board~~ as to work order precedence to be assigned photographic interpretation requirements agreed upon by the Board as being national in scope. *Advisory Committee*
5. Provide other secretariat services to the ~~Board~~ as required. *Committee*

Composition:

1. The Secretariat is composed of representatives of USIB member organizations appointed by and responsible to their parent service/agency.
2. The senior officer of the Secretariat is the Secretary to the NPIC ~~Requirements Board~~ and will serve as directed by the ~~Board~~. *Advisory Committee*
3. A Recorder will be provided to the Secretariat by the NPIC Requirements Staff and will serve as directed by the ~~Board~~ Chairman and Secretary while performing the duties of the Recorder. *Committee*

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NPIC Requirements Staff

Responsibilities:

- Advisory Committee*
1. Support the NPIC ~~Requirements Board~~ and NPIC components and operations by providing administrative controls and services for requirements functions.

Functions:

- Advisory Committee*
1. In support of the NPIC ~~Requirements Board~~:
 - a. Receive and register all incoming requirements
 - b. Forward requirements to the appropriate service/agency representative on the ~~Requirements Board~~ Secretariat.
 - c. Provide administrative support and advice to the members of the ~~Requirements Board~~ Secretariat including:
 - (1) Preparation of requirements forms, project listings and other documents to be used in ~~Requirements Board~~ meetings.
 - (2) Preparation and distribution of Board minutes.
 - (3) Assist in coordinating incoming requirements and translating them into workable form.
 - (4) Clerical support, space, equipment, etc.
 - (5) Providing support services to avoid duplication.
 - d. Prepare listings of all national and departmental photo interpretation projects in the interest of maximum exploitation of photographic collection programs and the avoidance of duplication.
 2. In support of NPIC components and operations:
 - a. Maintain registry and assign project numbers for NPIC projects.

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- b. Provide consolidated status reports of NPIC projects in work and related statistical reports.
- c. Maintain liaison with USIB member organizations utilizing photographic interpretation products and services as appropriate.
- d. Prepare work order requests for special projects involving technical studies and support.
- e. Perform such other duties as prescribed by the Director, NPIC.

Attach. C

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Narrative -- Flow of Photographic Analysis Projects

1. Requirements will be submitted to the Director, NPIC, through the ~~Requirements Board~~.

Advisory Committee

2. It is anticipated that working procedures will provide for the processed requirement to be passed from the Requirements Staff to the Photo Analysis Production Staff for submission to the Executive Director and Operations Board. The Operations Board action is one of converting the requirement into a project by establishing a team of qualified workers to accomplish the demands of the requirement and appointing a project chairman. The project is then consigned to the PAPS to be placed in the work schedule.

3. When the Team working space is assigned, the project chairman is notified by the Chief, PAPS. During the time the project is in work in PAPS, working support for the team is furnished by the Staff upon call by the project chairman. Substantive guidance is furnished by senior service/agency representatives within the PAPS. Administrative matters and supervisory direction to team members is also furnished by the senior PAPS representatives. Progress status is recorded by the Staff in support of photo analysis direction, and forwarded to Requirements Staff, for incorporation within overall NPIC status reports.

4. When the project is complete, i.e., final draft form, it is presented to the Operations Board for approval. Approved reports in final form are then submitted to the OD/JPIC for release and dissemination.

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OPERATIONS BOARD

Responsibilities:

1. The Operations Board is responsible to the Director, NPIC, and participating services/agencies for the substantive intelligence content of national photographic analysis products.
2. Assist the Director, NPIC, by arranging work schedules and assigning personnel to NPIC projects.
3. Provide for appropriate supervision necessary to insure competent and timely performances of photographic analysis duties by service/agency personnel assigned to the Photographic Analysis Production Group.

Functions:

1. Review all national photographic interpretation projects and advise Executive Director on their integration and priorities within current photographic analysis work load.
2. Monitor and coordinate photographic analysis work schedule.
3. Appoint detachment personnel to assigned national projects.
4. Appoint project chairmen.
5. Advise Executive Director on photographic analysis production activities and recommend specific courses of action as appropriate.

Composition:

1. The Operations Board is composed of the participating NPIC service/agency detachment commanders.

Attachment A

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Attachment B to Page 4

PHOTO ANALYSIS PRODUCTION STAFF

Responsibilities:

1. Provide overall photographic analysis production support to Director, Operations Board, and Photo Analysis Production Group.

Functions:

1. For immediate reporting and indexing projects, provide work operating procedures, support and guidance.
2. Provide for centralized control and movement of working materials.
3. Coordinates work requests with NPIC supporting components.
4. Provide for and administer NPIC photo analysis facilities and equipment (status boards, equipment maintenance, working space assignments, working materials storage, etc.).
5. Maintain status records on all photo analysis projects in work in PARI.
6. Furnish typing support.
7. Provide facilities, equipment and support to special intelligence groups meeting as required.
8. Provide for area security.

Composition:

1. The PAPS will reflect normal line/staff organization with a staff chief, assistant chief and such personnel as are deemed necessary to carry out assigned functions.

Attach. B

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PHOTO ANALYSIS PRODUCTION GROUP

Responsibilities:

1. Responsible for the substantive intelligence content and timely production of National Photo Interpretation reports and for administrative and supervisory direction of assigned personnel.

Functions:

1. Production of NPIC studies, reports, etc.
2. Preparation and delivery of required briefings; assistance with special intelligence groups working in the building.
3. Advise D/NPIC and Operations Board of substantive content and pertinent details of project findings.

Composition:

1. The PARG is composed of assigned detachment personnel on specific project assignments and senior service/agency representatives of participating NPIC detachment commanders.

Attach. C

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PLANS AND TECHNICAL DEVELOPMENT STAFF

MISSION AND FUNCTIONS

The Plans and Technical Development Staff is responsible for the analysis of current and proposed photographic intelligence collection programs to determine and, when appropriate, develop and coordinate plans for the exploitation role of NPIC, and for the technical development of such plans to promote timely, efficient and accurate photographic intelligence production.

Functions include operations analysis and planning, equipment procurement services, maintenance services and support, technical training programs and facilities, and special technical services related to photographic intelligence production.

PLANS BRANCH

MISSION

The Plans Branch is responsible for the analysis of current and proposed photographic intelligence collection programs to determine and, when appropriate, plan for the exploitation role of NPIC.

FUNCTIONS

The Plans Branch shall:

- a. Analyze current and proposed photographic intelligence collection programs to determine the exploitation role of NPIC.
- b. Advise the Director and operating component heads on the significance and application of new photographic intelligence collection systems to NPIC.

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- c. In coordination with operating component heads, prepare exploitation plans and programs for specific collection systems based upon evaluations of present and/or projected technical capabilities and operational conditions.
- d. Advise sponsors of new photographic intelligence collection systems on NPIC exploitation capabilities and needs in order to promote, insofar as possible, compatible maximum quality inputs.

TECHNICAL DEVELOPMENT BRANCH

MISSION

The Technical Development Branch is responsible for initiation and implementation of technical development plans and programs in support of the operational components of NPIC. The Branch is also responsible for providing equipment procurement and maintenance services and support, and technical training and special technical services.

FUNCTIONS

The Technical Development Branch shall:

- a. In coordination with operational components of NPIC, initiate and recommend technical development projects for approval by the Director.
- b. Implement technical development plans and programs as approved by the Director.
- c. Provide technical information and services to operational components of NPIC in support of photographic intelligence exploitation activities.

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- d. Investigate and report technical development advances in the photographic intelligence field as related to NPIC activities.
- e. Provide equipment procurement services to include the establishment of technical specifications, technical contract monitoring, inspection and acceptance actions in accordance with pertinent procurement regulations and procedural requirements.
- f. Conduct liaison with Government and military organizations concerning technical development and joint procurement of technical equipment as required.
- g. Provide and administer a comprehensive technical equipment maintenance and servicing program in coordination with NPIC components.
- h. Provide and administer photographic intelligence and technical training courses and facilities in support of NPIC exploitation requirements.
- i. Provide special advisory and consulting services to military and Government organizations as required.

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CENTRAL INTELLIGENCE AGENCY

PHOTOGRAPHIC INTELLIGENCE CENTER

PHOTOGRAPHIC ANALYSIS DIVISION

*Under
Revision*

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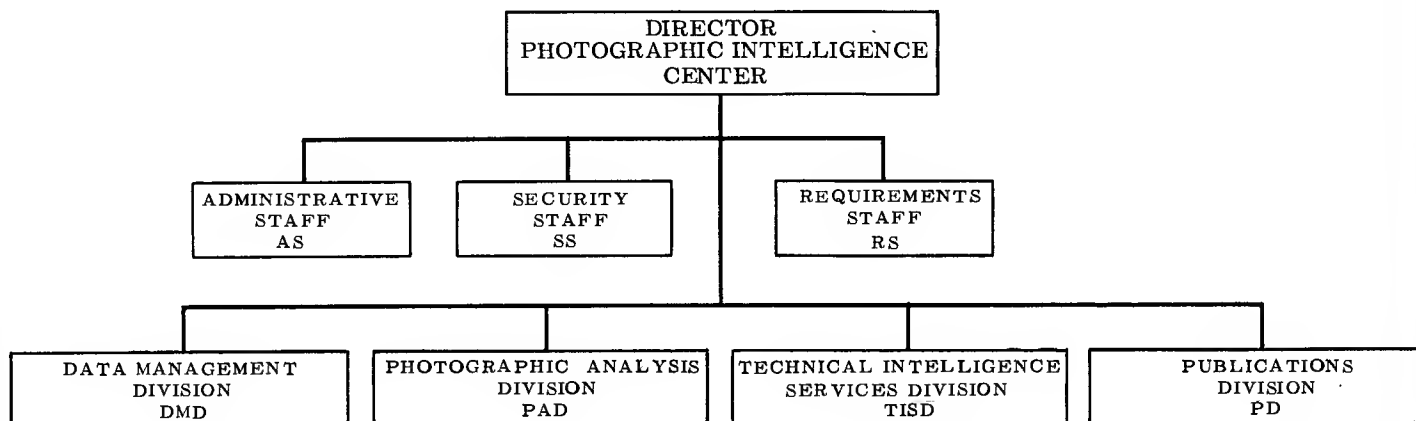
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PHOTOGRAPHIC ANALYSIS DIVISION
CIA/PIC/PAD

This pamphlet is designed primarily to familiarize you with the organization of PIC and your assignment in the Photographic Analysis Division.

Your job is to give maximum support to the Director/PIC who is charged with "producing photographic intelligence and providing photographic intelligence services in support of the Central Intelligence Agency and the Intelligence Community."

CIA/PIC is organized as follows*:



Your division, known as the Photographic Analysis Division is organized as follows:



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*See PIC Regulation No 1-130 for more detail.

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CIA/PIC/PAD

January 1961

For a breakdown of missions and functions for the division, staff, and branches ask your immediate supervisor to show you PIC Regulation No 1-130 dated 5 August 1960, pages 10-14.

The Photographic Analysis Division has four categories of jobs with the major category known as Intelligence Officer - Photographic Analysis General 10 (PAG). Other categories include Photographic Specialist, Secretary/Stenographer, and Clerk/Typist.

You will find that your work in PAD will require personal contacts and the development of good working relations with many people within PIC, the Agency, and with numerous groups throughout the Intelligence Community. You will find it convenient and rewarding to develop and keep a record of personnel you contact, listing their positions, buildings and room numbers, and telephones.

Even with all the Security clearances you now have do not assume that you have them all. Within the Center and even within PAD you may find that periodically you will be restricted from certain areas. Don't feel discriminated against - restricted areas serve a definite function and when you have a "need to know" you will be admitted to such areas.

Your work with PAD will encompass the following:

1. Primarily, substantive work for the production of intelligence published as informal memoranda, briefs, special studies, detailed reports, or material for a conference or consultants session.

2. General unofficial handyman work varying from chaperoning the char force on clean-up nights to actually pushing a broom or vacuum cleaner yourself.

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Let us explain. Security of the type required for our work imposes many restrictions other than safeguarding control of material and information. PAD is a relatively large area utilized by [] people daily; yet, the area is cleaned only once a week. We require that you police your own area - ash trays, coke bottles, etc. Don't expect someone else to clean up after you. During certain flap periods rearrangement of some areas may be required and time may not permit obtaining a work party. You will be asked to help move tables, chairs, equipment, etc.

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On the other hand, PAD is privileged to work with technical consultants from many walks of life including personnel you may frequently read about in your daily newspaper. Meetings with these consultants may last only a day, however, others have lasted as long as four to five weeks. You will be asked to assist in room arrangement, cleanup, serving as escort, etc. But let's take a look at the other side of the coin. Every person in PAD is a key man. PAD needs the team work of each person. For example, as an Intelligence Officer (PAG) you will perform substantive PI work whether GS-07 or GS-14. You will be required to develop not only your PI capabilities but your writing and speaking talents as well. Every man is expected not only to present his findings in writing but also to be able to participate in and/or serve as chairman of conferences and consultant briefings. In every case, you are not only representing your branch, staff, or division, but you are the personal emissary of the Director. As such you are governed by only three restrictions:

1. Your own ability as a PI, a writer, and a speaker.
2. Your own maturity in weighing your statements knowing that what you say may play a critical role in higher echelons involving national estimates and national security.
3. Your understanding that we as intelligence officers do not commit the Center or Agency policywise - but are ourselves governed by established policy.

You should understand then that your development and performance as a member of PAD is not only of the utmost importance to you but also to your division and the Center. Not only are you evaluated internally within PAD but also from many sources outside of the division. The PIC Career Service Board is the primary body for formal action on recommendations from your supervisors. This Board, chaired by the Deputy Director of the Center, includes as members Center division and staff chiefs.* Your branch or staff chief makes out your fitness reports and recommends your promotion for consideration by your division chief and deputy chief. If approved by the

*See PIC Regulation No 20-110, 1 August 1960

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division office such personnel actions are then forwarded to the Career Service Board. This Board in turn discusses such recommendations and votes to forward or not to forward your promotion action to the Director recommending his approval.

The Photographic Intelligence Center also includes liaison groups from the Army and Navy housed within the Steuart Building, and periodically Air Force personnel are on board for short periods. In addition to regular CIA projects, PAD personnel work jointly with these Service personnel in producing for the Intelligence Community, joint studies of the highest priority intelligence. Whether you chair a joint project or participate as a joint team member, your performance is under scrutiny by others besides PAD or CIA/PIC personnel. You are not expected to be a "Mr. Milquetoast" in order to get along with others, but at times diplomacy is a desirable attribute. We do, however, require that you develop your capabilities, and have the courage of your convictions but, above all, keep an open mind. In our work our job is to produce the best and most accurate intelligence possible from photography. The other fellow's ideas may lead to the right answer - hear him out! No one individual has the inside story all the time.

Within the Center you have an excellent and diversified support team with which to work and to ask for assistance. Consult your branch or staff chief for help as needed either in solving a substantive problem or one of a more personal nature. Do not hesitate to ask the assistance of your fellow workers in the division. The PIC team is ready, willing, and able to support you in any way whether your requirement is for collateral material, special photographic reproduction, maps, mensuration, comparative photography, editorial assistance, graphics preparation, travel arrangements, etc.

You have been exposed to many rules, regulations, notices, and directives. It is not the intent to restate all such guidance in this pamphlet. However, to assist you in fulfilling your role in PAD here is a brief list of do's and don'ts:

DO's

1. Be Security conscious (at all times, at work and away from work)! Familiarize yourself with the security manuals for each security clearance you have received.

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DO's

2. Know, or ascertain, the security clearances held by each person with whom you talk (Security Office -)

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3. For anticipated leave submit your leave chit in advance to your branch or staff chief.

4. For emergency annual or sick leave, or for leave extension, call your immediate supervisor by 0900 of the first day of such leave.

5. Familiarize yourself with PIC Regulations, Notices, etc., and with the many forms used within PIC having to do with such things as security checkout, photo orders, mensuration requests, preparation of graphics, preparation of briefs, etc.

6. In preparing copy for typing, etc., write or print legibly in order to expedite the typist's work and to save you time serving as an interpreter.

7. Treat equipment with respect by proper handling, cleaning, storage, covering, etc.

8. Work as a member of a team, not as a free-lance writer or chautaugua artist.

9. Keep your immediate supervisor informed and look to him for guidance. In turn, your supervisor carries the same responsibility to you in passing on information and directing your work.

10. Produce the best intelligence of which you are capable, and continue to develop your capabilities.

11. Shoulder your responsibilities whether in regard to security, quality of intelligence, or general all-around performance, bearing in mind that increased responsibilities go with increases in grade.

DONT's

1. Don't expect immediate support if you fail to anticipate need and request support at the last minute.

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DONT's

2. Don't try to do everything yourself - learn the support structure and request assistance and work from those best prepared to give it.

3. Don't charge off on a project half prepared or without a clear understanding of the basic requirement. Don't hesitate to seek assistance from your supervisor or to consult the individual who submitted the requirement.

4. Don't alter travel requests after the request has been submitted. If leave is desired in conjunction with official travel include all such data at time of initial request.

5. Don't leave the building or division without leaving word where you may be contacted.

6. Don't overlook or minimize the importance of your job - do your best. You build your own reputation; what kind do you want?

The following references are listed for your information and guidance:

1. Publication Division Interim Style Sheets
Instructions for preparing material for publication.
2. PIC Memorandum of Agreement dated 18 February 1960
Instructions for release of Joint Work Products and Materials.
3. PIC Memorandum of Agreement
Instruction for initiation of Joint Briefs.
4. PIC Regulation 51-105 dated 5 January 1960
Assignment and Coordination of PIC Projects.
5. PIC Regulation 51-550 dated 30 January 1959
Standardization of PIC Report Size and Format.
6. PIC Regulation 1-130 dated 5 August 1960
Organization and Functions of the Photographic Intelligence Center.

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7. PIC Notice 1-100-2 dated 9 October 1959
Establishment of the Technical Development Board
and the Technical Development Services Staff.
8. PIC Regulation 20-110 dated 1 August 1960
Photographic Intelligence Career Service Board.
9. PIC Notice 45-270-4 dated 10 March 1960
Removal of Property from the Steuart Building.
10. PIC Notice 40-200-1 dated 16 December 1960
Resident Instrument Maintenance Engineer.
11. PIC Notice 40-140-1 dated 22 July 1959
Request for Reproduction Services.
12. PIC Notice 25-410-1 dated 15 November 1960
External Training.

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